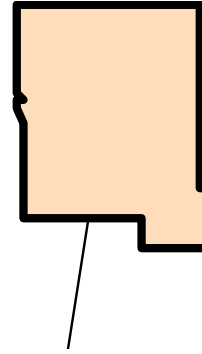
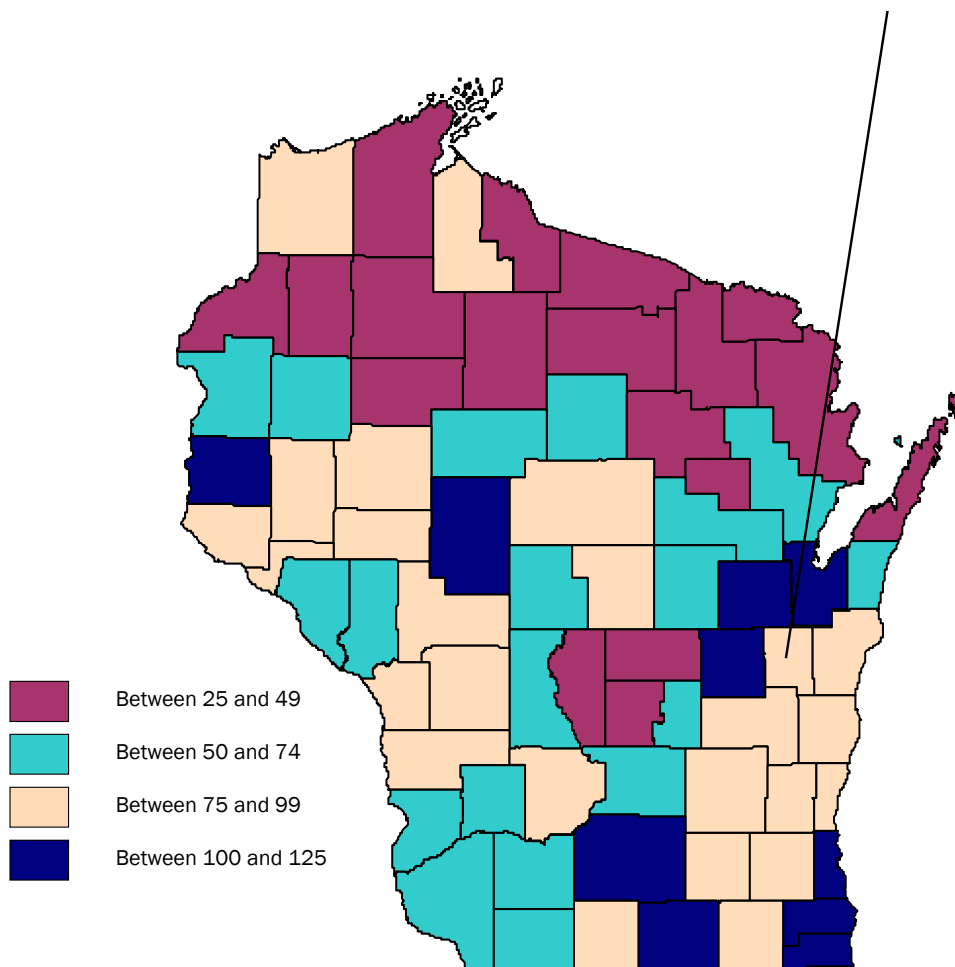


Calumet County Workforce Profile



The number of residents aged 25-29 years for every
100 residents aged 60-64 years in year 2025



Source: Wisconsin Department of Administration, Demographic Services Center and the U.S. Bureau of Census.

For comparison, it is projected that there will be 90 residents aged 25-29 for every 100 residents aged 60-64 in Wisconsin in 2025. Nationally, it is projected that there will be 101 residents aged 25-29 for every 100 residents aged 60-64. In 2003, Wisconsin had 146 residents aged 25-29 for every 100 aged 60-64.



County Population

The growth rate of Calumet County's population continued to outperform the nation and the state into 2004. Since the 2000 Census, the county's population has grown at an estimated 9.2 percent, two and one half times the national rate (3.9%) just under three times the growth rate for the State of Wisconsin (3.1%). The

Total Population

	April 2000 Census	Jan. 1, 2004 estimate	Numeric change	Percent change
United States	281,421,906	292,287,454	10,865,548	3.9%
Wisconsin	5,363,704	5,532,000	168,296	3.1%
Calumet County	40,631	44,361	3,730	9.2%
Largest Municipalities				
Appleton, City*	10,974	11,241	267	2.4%
Harrison, Town	5,756	7,917	2,161	37.5%
Chilton, City	3,708	3,760	52	1.4%
New Holstein, City	3,301	3,313	12	0.4%
Brillion, City	2,937	2,969	32	1.1%
Sherwood, Village	1,550	2,059	509	32.8%
Brillion, Town	1,438	1,529	91	6.3%
New Holstein, Town	1,457	1,512	55	3.8%
Stockbridge, Town	1,383	1,433	50	3.6%
Brothertown, Town	1,404	1,425	21	1.5%

*Calumet County portion only

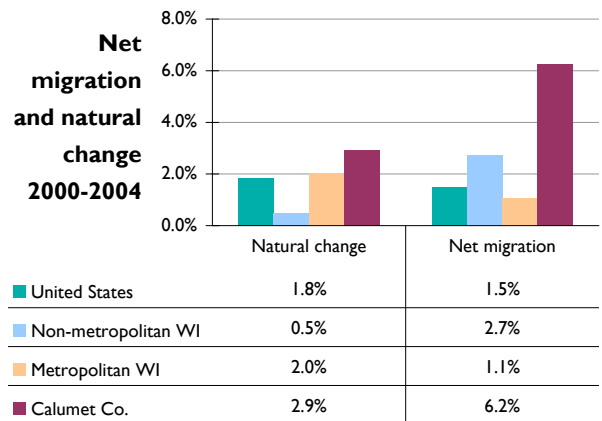
Source: Wis. Dept. of Administration, Demographic Services and U. S. Census Bureau

county is one of the faster growing areas of the state. The population has grown by 3,730 since the 2000 Census. This continues the growth of the previous decade in which it experienced an impressive 16.9% growth rate, adding roughly 5,700 new residents, a growth rate nearly double that of the state. Calumet County is part of the Appleton-Oshkosh-Neenah, Wisconsin Metropolitan Statistical Area (MSA).

Population growth comes from two sources. One is natural increase, which is the number of births minus deaths. The other source is net migration. This counts the number of residents moving into the area and subtracts the number of residents that move away. Nearly 70 percent of the county's population growth has come from new residents moving into

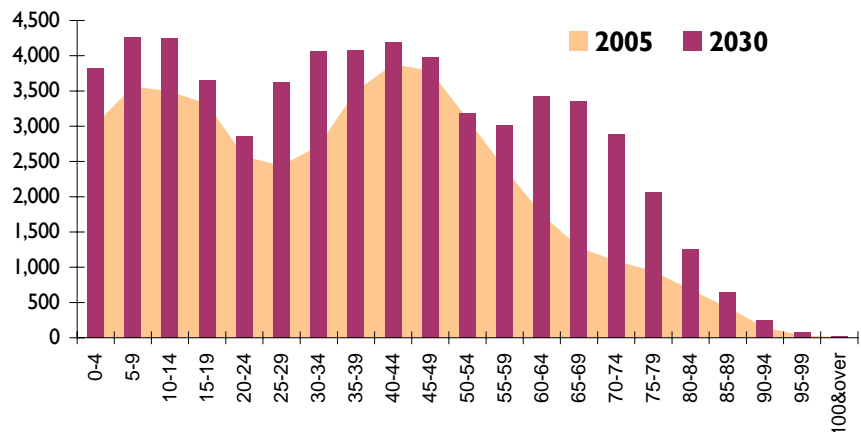
Calumet County. This is quite different than the average growth in the state's metro areas, where less than 50 percent of those region's growth has come from net migration. In many cases, the lower percent of population growth from natural increase is due to an older population that is past child bearing years, so the area must rely on migration for continued growth. This does not seem to be the case in Calumet as it has above average overall growth in both net migration and natural increase.

Although the population age curve on the bottom of the page shows today's middle aged population moving towards retirement age in Calumet County, it also shows something that is unusual for Wisconsin Counties. Calumet County will also have a large



Source: WI Dept. of Admin., Demographic Services and U. S. Census Bureau

Population by Age Groups in Calumet County



Source: WI Dept. of Administration, Demographic Services

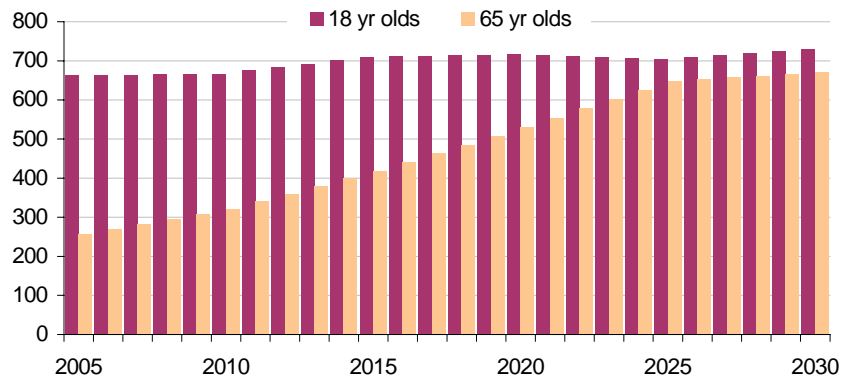
Future Population and Labor Supply

number of young people in the population. Although many of them will still be under labor force age, they will provide workers for future labor force growth and expansion. While there is good news about replacement workers for the future, the county likely will still face smaller numbers of workers to accommodate economic growth and expansion. The large number in the younger population will have an impact on the birth-rate in the area providing the potential of future population growth.

During the next 25 years the number reaching typical retirement age will be increasing quite rapidly, while those reaching labor force age will remain relatively flat. Unlike many of the rural counties in the state where there is a point in time that those reaching retirement age will exceed the number reaching labor force age, the county is not projected to reach this threshold.

This does not necessarily mean that the labor force will expand or decline during that period. Recent studies have indicated that more workers are remaining in the labor force past normal retirement age now. This is based on a healthier life style, economic needs and

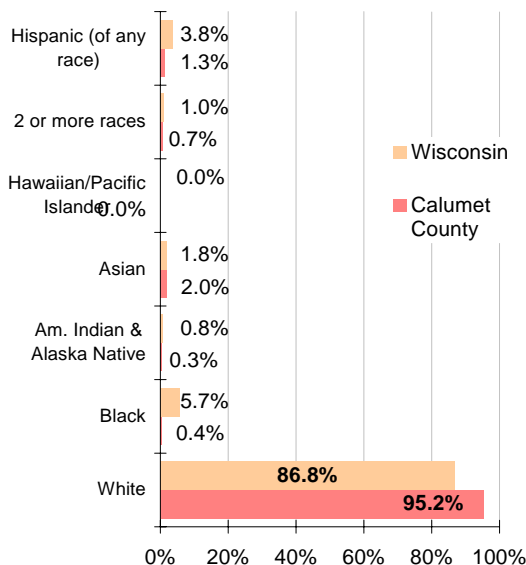
Convergence of 18 & 65 year old population in Calumet County



Source: WI Dept. of Administration, Demographic Services

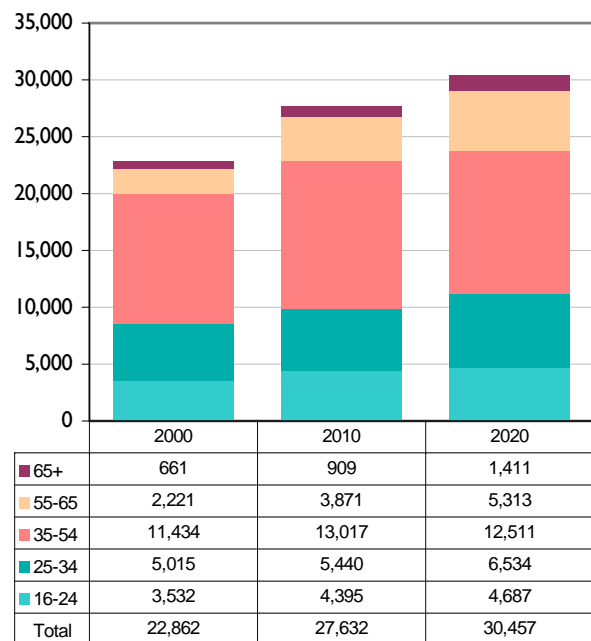
changes in social security laws. While many stay in the workforce longer, they are not always staying in the same occupation, but often look for occupations and opportunities that provide more flexibility than their current jobs provide. At the same time, not all workers enter the labor force at age 18. Some continue on in school, others may start a family and a share may move out of the area.

Race and ethnic distribution



Source: U.S. Census 2000, SF-3, table P-6

Calumet County Labor Force Projections by Age



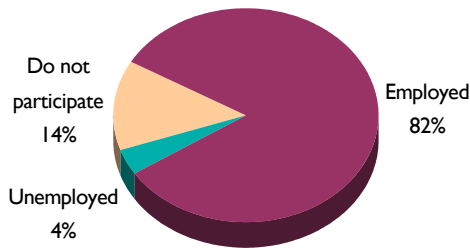
Decade change **21.2%** **20.9%** **10.2%**

Source: DVD, Office of Economic Advisors, August 2004

Current Labor Force

Labor force participation represents the share of population that is 16 years and older that is either employed or unemployed. Participation rates in Wisconsin and the United States in 2003 were 72.9 and 66.3 percent, respectively.

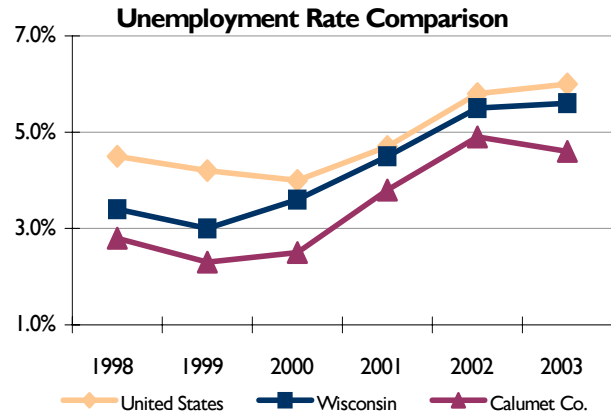
Labor force participation in Calumet County



Source: DWD, Office of Economic Advisors, July 2004

Calumet County continues to have one of the highest participation rates in the State of Wisconsin. Currently it is estimated that 86 percent of the labor force aged population in the county is in the labor force. This basically means that only 14 percent of the population aged 16 and over are not in the labor force. This includes

some students, individuals who choose not to work including retirees. As the population ages, more retirees will be included in the category of choosing not to work and labor force participation rates will decline.



Calumet County Civilian Labor Force Data

	1998	1999	2000	2001	2002	2003
Labor Force	25,098	24,682	25,882	26,795	27,216	27,382
Employed	24,407	24,124	25,230	25,787	25,883	26,126
Unemployed	691	558	652	1,008	1,333	1,256
Unemployment Rate	2.8%	2.3%	2.5%	3.8%	4.9%	4.6%

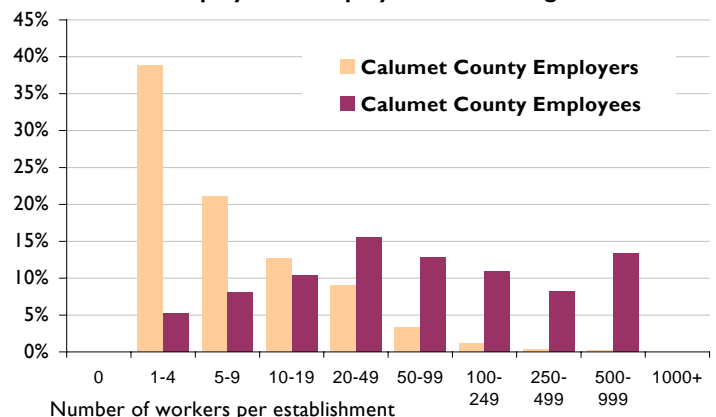
Source: WI DWD, Bur. of Workforce Information, Local Area Unemployment Statistics, 2003

Employers by Size

Nearly 75 percent of the county's employers have less than 20 workers. However, they provide less than 20 percent of the county's jobs. Although they do not currently provide a large portion of the county's jobs, many of these companies are often where future job growth lies.

These companies are often the large companies of the future and collectively will have a faster growth rates than their large counterparts. A healthy community will have a good mix of both large and small firms to encourage continuing economic growth and at the same time promote stable and sustainable environment to allow churn and growth in the region.

Share of employers & employees in size range in 2003



Source: DWD, Bureau of Workforce Information, Table 221, July 2004

Industry & employers by size

In most counties, it is usually just a small number of industries or employers that make up a large share of the jobs in the county. It is no different in Calumet County where the ten largest industries provides nearly two thirds of the jobs in the county.

8,300 jobs in the county. Nearly 40 percent of these jobs are in just 10 companies. Four of these businesses are in the manufacturing sector. Even with these numbers being from March of 2004, changes have occurred in the number of workers in some of these businesses as the economy is going through a period of transition.

The county has over 700 employers, providing over

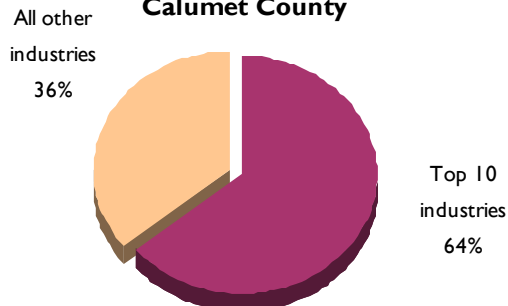
Top 10 Industries in Calumet County

Industry	March 2004		Numeric Employment Change	
	Establishments	Employees	2003-2004	1999-2004
Machinery manufacturing	7	1,622	-354	-1,213
Administrative & support services	suppressed	suppressed	not avail.	not avail.
Food services & drinking places	45	898	-9	111
Primary metal manufacturing	suppressed	suppressed	not avail.	not avail.
Food manufacturing	9	717	2	53
Fabricated metal product manufacturing	14	633	-36	-137
Executive, legislative, & gen government	17	621	55	62
Educational services	7	592	10	not avail.
Merchant wholesalers, durable goods	20	510	46	-7
Food & beverage stores	9	368	45	29

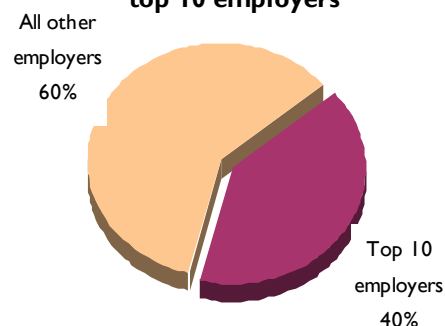
Top 10 Employers in Calumet County

Establishment	Product or Service	Size (Dec. 2003)
Payroll Alternative Inc.	Temporary help services	Over 999 employees
Tecumseh Power Co.	Small engine equipment manufacturing	500-999 employees
Ariens Co.	Lawn and garden equipment manufacturing	500-999 employees
Brillion Iron Works Inc.	Iron foundries	500-999 employees
County of Calumet	Executive and legislative offices, combined	250-499 employees
Kaytee Products Inc.	Bird food manufacturing	250-499 employees
Western Industries Inc.	Metal stamping	250-499 employees
Buechel Stone Corp.	Dimension stone mining and quarrying	100-249 employees
Calumet Medical Center Inc.	General medical and surgical hospitals	100-249 employees
Endries Int'l Inc.	Hardware merchant wholesalers	100-249 employees

Share of jobs in top 10 industries in Calumet County



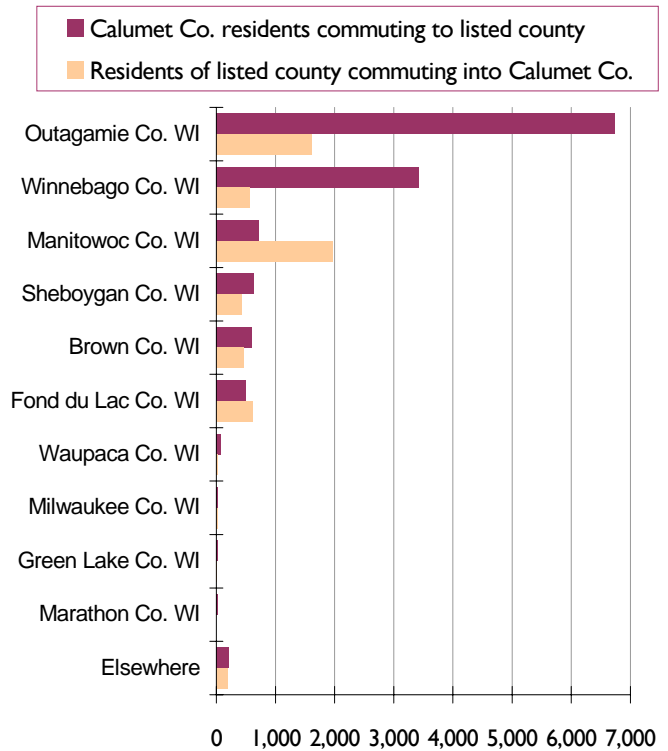
Share of Calumet County jobs with top 10 employers



Commuting

Most counties have a portion of workers that enter or leave the county for work. The reasons for this are numerous. Some examples are quality of life issues, housing costs, or availability of jobs. Most of Calumet County is fairly rural with the exception of the north-west corner which includes part of the City of Appleton. Generally large cities such as Appleton provide more employment opportunities than rural areas. This, as well as the possibility that the cost of housing is less expensive in a more rural setting, may be part of the reason that Calumet County is a net exporter of workers.

In the course of getting to their jobs nearly 18,900 workers travel in and out of Calumet County on a daily basis. The majority of them leave the county for work. Based on the 2000 Census, over 7,000 more workers leave the county than enter it for employment. The primary destination is Outagamie County, which includes the remainder of the City of Appleton. Over 5,100 commute to Outagamie and another 2,900 commute to Winnebago County.



Source: U.S. Census 2000, Special tabulations: Worker Flow Files

Key occupations & wages

The table to the right includes occupations that are common in the area. The list is not all inclusive and for information on additional occupations refer to the Office of Economic advisors website: <http://dwd.wisconsin.gov/oea/>. Wage tables are generally guides to what is happening in the local labor market. They are the result of surveys sent to approximately one third of the employers in the state every year.

The surveys provided assistance to workers in knowing their worth on the market as well as employers that are looking to hire new workers and want to know what the "going rate" is. Note the table excludes the top and bottom 25 percent of wages, so there will be instances when the wages will be either above or below those listed on the table.

Occupation title	Hourly Wages			
	Mean	Percentile		
		25 th	50 th	75 th
Retail salespersons	\$10.96	\$7.23	\$8.42	\$11.86
Cashiers	\$7.83	\$6.55	\$7.65	\$8.77
Laborers & freight, stock, & material movers, hand	\$10.84	\$8.04	\$9.92	\$13.03
Office clerks, general	\$10.84	\$8.51	\$10.32	\$12.64
Customer service representatives	\$13.24	\$10.01	\$12.63	\$15.66
Waiters & waitresses	\$7.06	\$5.97	\$6.57	\$7.78
Truck drivers, heavy & tractor-trailer	\$17.55	\$13.31	\$16.71	\$21.40
Comb. food prep. & serving workers (fast food)	\$7.12	\$6.16	\$6.96	\$8.01
Team assemblers	\$13.02	\$10.73	\$12.83	\$15.16
Sales reps, whls. & mfg, except tech. & scientific	\$24.21	\$15.45	\$21.63	\$30.25
Janitors & cleaners, except maids & housekeeping	\$10.70	\$8.32	\$10.13	\$12.65
Bookkeeping, accounting, & auditing clerks	\$12.32	\$9.62	\$11.96	\$14.60
Helpers--production workers	\$11.21	\$8.27	\$11.15	\$13.64
Registered nurses	\$23.02	\$20.16	\$23.11	\$26.10
Executive secretaries & admin. assistants	\$13.95	\$10.81	\$13.42	\$16.50
Stock clerks & order fillers	\$10.01	\$7.61	\$8.77	\$11.61
Secretaries, except legal, medical, & executive	\$12.18	\$10.11	\$12.03	\$14.27
Packers & packagers, hand	\$10.30	\$7.93	\$9.61	\$12.49
Nursing aides, orderlies, & attendants	\$10.05	\$8.99	\$9.95	\$11.02
Carpenters	\$18.94	\$13.27	\$18.15	\$24.29

Calumet County is part of an area which includes Calumet, Outagamie and Winnebago counties.

Employment and Wages

The average annual wage for all industries in Calumet County falls well below the state average. This is not surprising even though the county is part of the Appleton/Oshkosh/Neenah Metropolitan Statistical Area. A large portion of the county, in a sense, reflects that of a non-metro county. Usually these areas will have a lower average annual wage than the urban counties in the state, and the state as a whole.

The predominance of manufacturing in the county is reflected in the average annual wage paid by this industry. Like its counterpart statewide, it is one of the highest paying industry sectors. Average annual wages do not necessarily indicate that the average hourly wage is the highest, as this is not a measure of hourly wages. It is a measure of total wages paid, then divided the average number of workers in the industry. Of significance though is not only the average annual pay, but also the percent of total wages paid by each industry in the county as well as the number of workers in the industry.

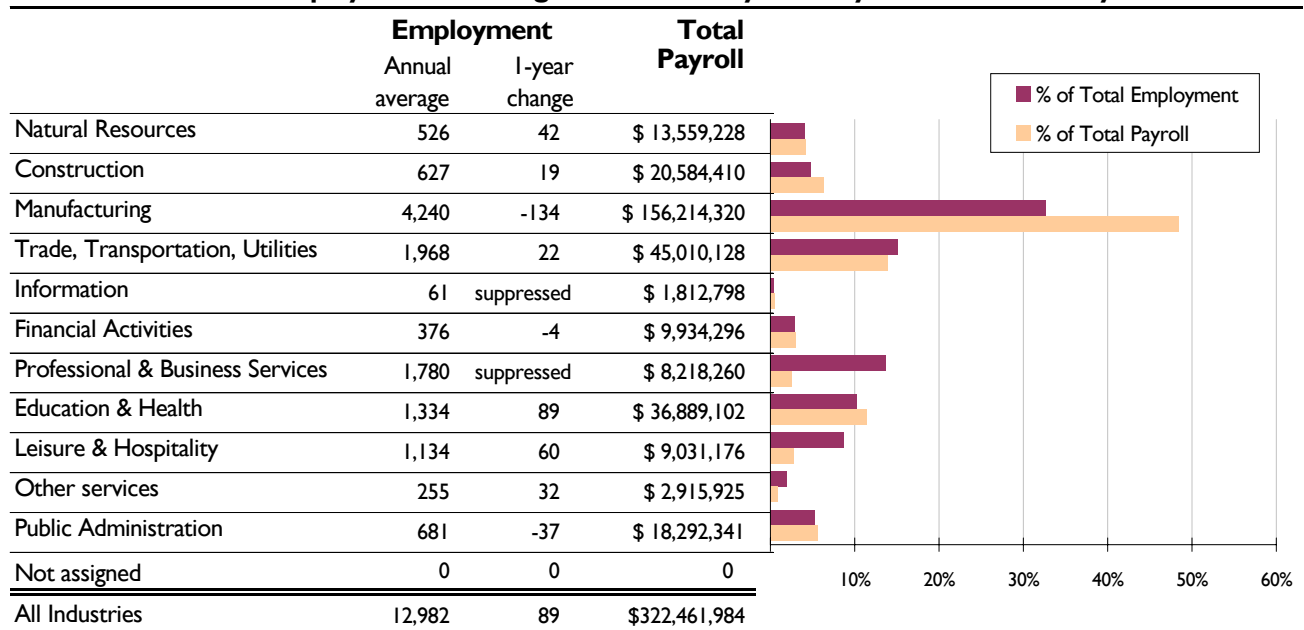
Average Annual Wage by Industry Division in 2003

	Average Annual Wage		Percent of	1-year
	Wisconsin	Calumet County	Wisconsin	% change
All Industries	\$ 33,423	\$ 24,839	74.3%	1.2%
Natural resources	\$ 25,723	\$ 25,778	100.2%	-3.8%
Construction	\$ 40,228	\$ 32,830	81.6%	-1.5%
Manufacturing	\$ 42,013	\$ 36,843	87.7%	5.0%
Trade, Transportation, Utilities	\$ 28,896	\$ 22,871	79.1%	-2.0%
Information	\$ 39,175	\$ 29,718	75.9%	Not avail.
Financial activities	\$ 42,946	\$ 26,421	61.5%	3.3%
Professional & Business Services	\$ 38,076	\$ 4,617	12.1%	Not avail.
Education & Health	\$ 35,045	\$ 27,653	78.9%	1.9%
Leisure & Hospitality	\$ 12,002	\$ 7,964	66.4%	4.7%
Other services	\$ 19,710	\$ 11,435	58.0%	-6.6%
Public Administration	\$ 35,689	\$ 26,861	75.3%	9.6%

Source: WI DWD, Bureau of Workforce Information, Quarterly Census of Employment & Wages

Nearly 49 percent of total wages come from manufacturing and well over 30 percent of the county's jobs are in the manufacturing sector. The wages in this industry is almost triple the payroll of the next closest industry sector. Continued changes in the manufacturing sector will have an impact on the county's economy and possibly with other industry sectors that rely on this industry sector to provide income to their customers.

2003 Employment and Wage Distribution by Industry in Calumet County



Source: WI DWD, Bureau of Workforce Information, Quarterly Census Employment and Wages, June 2004

Per Capita Personal Income

Per capita personal income (PCPI) includes income from wages, self-employment, assets (dividends, interest, rent, pensions) and transfer payments (Social Security, insurance, welfare) divided by mid year total population estimates.

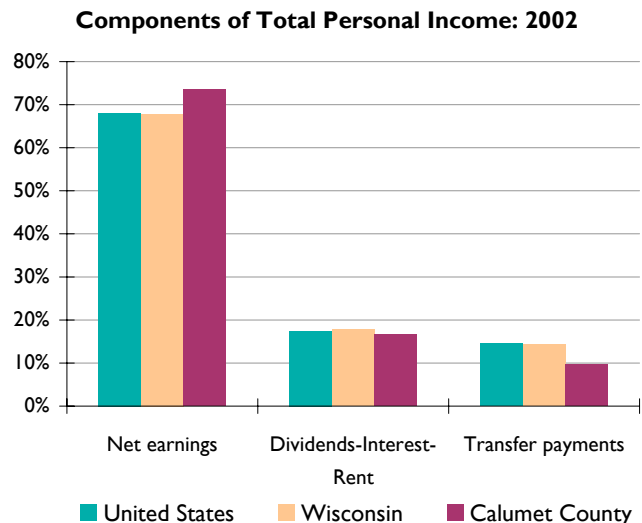
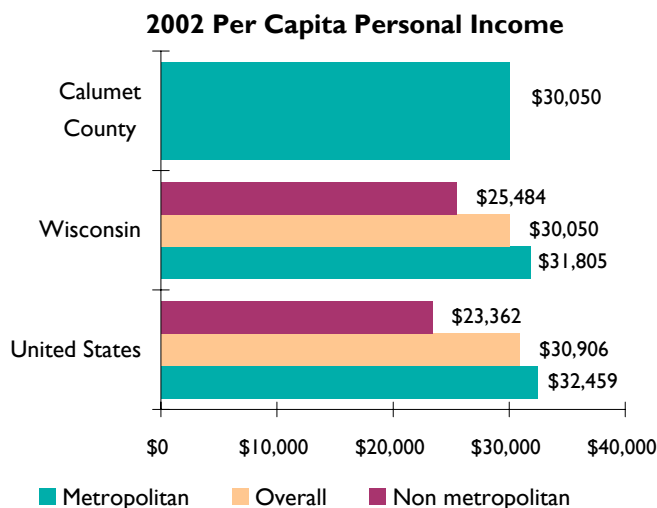
Most of PCPI in Calumet County comes from net earnings, with smaller percentages coming from dividends, interests payments and transfer payments. The percentage from net earnings is higher than the state and national average. This is offset with a lower percentage

coming from the other two sources. This is possibly a reflection of a younger population in the county than that of the state.

PCPI in the county was \$30,050, the same as the state. The PCPI was lower the national level of \$30,906. The growth rate for the county's PCPI declined slightly over the last year, most likely due to changes in the nation's economy, however it outpaced the state and nation over the last five years.

	Per Capita Personal Income						Percent Change	
	1997	1998	1999	2000	2001	2002	1 year	5 year
United States	\$25,334	\$26,883	\$27,939	\$29,847	\$30,527	\$30,906	1.2%	22.0%
Wisconsin	\$24,514	\$26,175	\$27,135	\$28,573	\$29,361	\$30,050	2.3%	22.6%
Metropolitan WI	\$25,972	\$27,711	\$28,770	\$30,317	\$31,106	\$31,805	2.2%	22.5%
Calumet County	\$24,395	\$26,259	\$27,610	\$28,664	\$30,084	\$30,050	-0.1%	23.2%
In current dollars (adjusted to U.S. CPI-U)								
United States	\$28,397	\$29,670	\$30,170	\$31,181	\$31,010	\$30,906	-0.3%	8.8%
Wisconsin	\$27,478	\$28,889	\$29,301	\$29,850	\$29,825	\$30,050	0.8%	9.4%
Metropolitan WI	\$29,111	\$30,584	\$31,067	\$31,672	\$31,598	\$31,805	0.7%	9.3%
Calumet County	\$27,343	\$28,981	\$29,814	\$29,946	\$30,560	\$30,050	-1.7%	9.9%

Source: U.S. Dept. of Commerce, Bureau of Economic Analysis, May 2004



Source: U.S. Department of Commerce, Bureau of Economic Analysis, Regional Economic Information System, May 2004

The county workforce profiles are produced annually by the Office of Economic Advisors in the Wisconsin Department of Workforce Development. The author of this profile and regional contact for additional labor market information is:

Dick Seidemann
3620 Wilgus Av.
Sheboygan, WI 53081
Phone: 920-459-3845
email: richard.seidemann@dwd.state.wi.us

Metropolitan Statistical Area (MSA) - A single county or group of counties that include at least one urbanized area with a minimum population of 50,000. Multiple-county MSAs have a central county or counties, which have a high degree of social and economic integration with the other member counties as measured by commuting data.

Non-metropolitan county - Any county that is not a member of a metropolitan statistical area.

Net Migration - One of two components of population change. It is the net result of individuals who either moved into or out of an area.

Natural Change - One of two components of population change. It is the result of the number of births minus the number of deaths in an area over a period of time. A natural increase indicates there were more births than deaths. A natural decrease indicates there were more deaths than births.

Employed - Persons 16 years of age or older, who worked as paid employees, or worked in their own business, profession or farm, or worked 15 hours or more as unpaid workers in a family-operated enterprise. Includes those temporarily absent from their jobs due to illness, bad weather, vacation, childcare problems, labor dispute, maternity or paternity leave, or other family or personal obligations.

Unemployed - Persons 16 years of age or older with no employment, who were available for work and made efforts to find employment sometime during the previous 4-week period ending with the monthly reference week. Persons who were awaiting recall to a job did not need to look for work to be classified as unemployed.

Labor Force - The sum of the employed and unemployed, whom are at least 16 years of age and older.

Unemployment Rate - The number of unemployed divided by the labor force. It is expressed as a percentage of the labor force.

Labor Force Participation Rate (LFPR) - The labor force divided by the total population aged 16 years and older. It is expressed as a percentage of the population aged 16 years and older.

Suppressed - Data is withheld or suppressed if it does not meet certain criteria. If an industry in a county has fewer than three employers or if a single employer employs 80% or more that industry's total employment in that county then the data are suppressed. These criteria were established to maintain the confidential reporting of payroll and employment by employers.

Total Personal Income - The aggregate income of an area received by all persons from all sources. It is calculated as the sum of wage and salary disbursements (less contributions for government social insurance), supplements to wages and salaries, proprietors' income with inventory valuation and capital consumption adjustments, rental income of persons with capital consumption adjustment, personal dividend income, personal interest income, and personal current transfer receipts that include retirement and veteran's benefits, government paid medical reimbursements, and income maintenance program payments.

Per Capita Personal Income (PCPI) - Total personal income divided by the total population.

Current Dollars - Phrase used to express historical dollar values in terms of their current purchasing power via inflation adjustment.

CPI-U - Consumer Price Index for all urban consumers, the most commonly used measure of inflation in the United States.